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**J-SCOPE**

Vol. 4 No. 10 ■ The Pentagon ■ March 12, 1999

# Focus on Y2K

## *1999 is 'Year of Testing' solutions, Hamre says*

By Jim Garamone

American Forces Press Service

WASHINGTON — Deputy Defense Secretary John Hamre told lawmakers that 1999 is “the year of testing” and that DoD has made excellent progress in ensuring the department is Year 2000 compliant.

Hamre testified before the House Government Reform Committee March 2. He forecasted that 93 percent of DoD’s computer systems would be Y2K compliant by March 31, the Office of Management and Budget deadline.

He said computer systems in-

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Photo by Air Force Tech. Sgt. Lee Roberts

Deputy Defense Secretary John Hamre, Gen. Henry H. Selton, chairman of the Joint Chiefs of Staff, service chiefs, and several combatant commanders hold a video teleconference March 11 at the Pentagon’s National Military Command Center to discuss the results of Exercise Positive Response.

## Y2K

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volved with nuclear weapon command and control are already compliant. "I would like to take this opportunity to state unequivocally that our nuclear command and control system has been thoroughly tested and has performed superbly," he said. "We will continue to test and evaluate our systems involved with this most important function as our highest priority."

Hamre said the Y2K problem, or mil-



Photos by Air Force Tech. Sgt. Lee Roberts

**During the video teleconference March 11, the deputy secretary of defense and chairman of the Joint Chiefs of Staff were able to see on television monitors and talk to experts worldwide involved in Exercise Positive Response.**

lennium bug as it is also known, is particularly critical to DoD because of the department's reliance on computers. "These are not simply weapon systems, the category best-prepared for the Year

2000, but command and control systems, satellite systems, the Global Positioning System, highly specialized inventory management and transportation management systems, medical equipment and important systems for payment and personnel records."

DoD has about 9,900 computer systems with about 2,300 deemed mission critical. "DoD also operates over 600 military bases, which are like small towns, where the infrastructure is also vulnerable to Year 2000 problems,"

Hamre said.

DoD assigned responsibility for fixing Y2K problems to the defense leaders and warfighting commands. This high-level oversight has given added impetus to the program, he said. While 7 percent of DoD computers will not be compliant by the March 31 deadline, DoD will continue working to make them compliant by the end of the year. He said those systems are receiving an "exceptional measure of management focus

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and oversight.”

Hamre is briefed each month on systems that will miss the deadline. “Systems that continue to slip may have development and fielding efforts frozen, particularly if [they] are intended to replace an already compliant system,” he said.

The focus of effort this year will be on complex, real-world, end-to-end testing of DoD business functions and warfighter missions, Hamre said.

“During 1999 we will test everything from paying service members to exercising vital command and control capabilities from ‘sen-

(Left to right) Gen. Henry H. Shelton, Marine Commandant Gen. Charles C. Krulak, and Air Force Chief of Staff Gen. Michael E. Ryan listen to a briefing during the video teleconference March 11.



sor to shooter,” he said. These tests include the “skein” of systems that must operate together to perform a mission or function. He called the Y2K testing the largest and most comprehensive evaluation plan in DoD history.

Hamre said testing in this manner is as complex

as going to war. It involves all areas of DoD, and, he said, the testing would increase in scope and complexity as the year goes on.

All regional commander in chief exercises conducted this year will include Y2K play. “We are using the department’s warfighters, the command-

ers in chief, to evaluate operational readiness to conduct operations unaffected by the Y2K problem,” Hamre said. The department has scheduled 31 commander in chief operational evaluations — six more than required by the 1999 Defense Authorization Act.

The DoD inspector general will oversee the tests and the General Accounting Office and the Office of Management and Budget will review the results. Hamre said DoD has already conducted three tests, and he called such evaluations “essential to providing the additional assurance that our systems

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will remain operational over the millennium date change."

Yet even with all these tests, there will probably be Y2K impacts on DoD. Hamre said the department is working on contingency plans in case Y2K problems crop up. The chairman of the Joint Chiefs of Staff and the regional commanders in chief are working through the Universal Joint Task List to ensure operations can continue if Y2K problems

occur and they are putting workarounds in place that will allow commanders to accomplish their missions.

Finally, DoD is working with other U.S. government agencies.

"DoD must be able to assure operational readiness to react to challenges to U.S. national security while at the same time assisting the nation in such a fashion as may be necessary to negate disruptions to the domestic infrastructure," Hamre said.

DoD is sponsoring Exercise Positive

Response Y2K, a series of command post exercises that will run through September. The premise of the exercises is how DoD and the country react when multiple Y2K-related failures occur.

"The concept is to remove mission-critical systems and capabilities from play during the conduct of a robust warfighting scenario and then assess DoD's ability to respond with timely decisions," Hamre said. "In addition, the exercises assess the ability of the services to execute operational contingency

plans and to mitigate problems associated with Y2K."

Other Y2K DoD actions include:

- Sharing DoD's expertise with other federal agencies. For example, DoD Health Affairs has already done Y2K testing on biomedical equipment. Officials are sharing test results with the Department of Veterans Affairs, the National Institutes of Health, Indian Health Service and others.

- The National Guard will conduct a communications test under Y2K conditions. Success is de-

fined as the Guard being able to talk to all 54 states, territories and the District of Columbia simultaneously.

- There are no federal plans to call up the National Guard or other reserve components.

- DoD is working closely with the ministries of defense in Great Britain, Canada and Mexico. The United States is also working on the Y2K problem within NATO and with Pacific Rim allies.

- DoD is working with Russia on Y2K threat reduction plans.

## **Snowy surprise**

Snow accumulates around the Pentagon during a late-winter storm Tuesday. More than eight inches fell, which paralyzed the city and left motorists stranded throughout the local area. Weather forecasts predicted just a "light dusting."

(Photo by Air Force Tech. Sgt. Lee Roberts)



# Joint Staff releases information operations doctrine

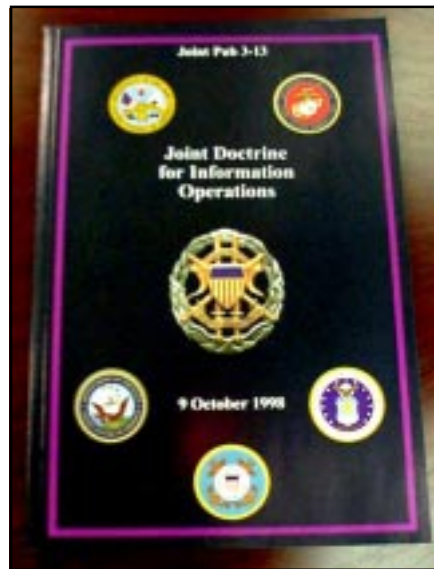
By Jim Garamone

American Forces Press Service

WASHINGTON — The United States military is under almost daily attack. DoD routinely detects 80 to 100 “cyberincidents” on computer systems each day.

The department is experiencing sophisticated computer challenges now; one major attack is under investigation. DoD officials will not comment further on the attack because it is a law enforcement and intelligence matter.

Few people can deny the world is in the midst of an Information Revolution. Information technology is changing the face of war-



**Joint Publication 3-13,  
Joint Doctrine for  
Information Operations**

fare just as the Industrial Revolution did on 19th century battlefields.

DoD has not been caught napping. Rather,

the department has been laying the groundwork for military operations in the cyberworld. It is in the form of a military doctrine known as Joint Publication 3-13, Joint Doctrine for Information Operations.

Published in October 1998 under the signature of Army Gen. Henry H. Shelton, chairman of the Joint Chiefs of Staff, it provides warfighters with the fundamental principles they need to engage an enemy whose weapon of choice is bytes, not bullets.

“Information operations” brings to mind a group of computer hackers hunched over keyboards attacking enemy command

and control networks. It is that and much more, said Air Force Brig. Gen. Bruce A. Wright, deputy director of Information Operations on the Joint Staff in the Pentagon. “Thousands of service members across the military are involved in information operations,” he said during a recent Pentagon interview.

Information operations, according to Joint Pub 3-13, “are actions taken to affect adversary information and information systems while defending one’s own information and information systems.”

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## Doctrine

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Wright said information operations include the use of psychological operations, deception, jamming, and computer network attack and defense. It also includes operations security and electronic warfare.

"Information operations cover the full spectrum of conflict from peace to crisis to war back to peace," he said. "Information operations builds upon traditional military operations, starting with com-



**"What we still have to do is to understand what the information explosion really means. We've got to stay up to speed with what private industry is doing and up to speed on what the adversary is doing and who that adversary might be."**

**Air Force Brig. Gen.  
Bruce A. Wright**

*J-39 Deputy director of  
Information Operations*

mand, control, computer countermeasures. It's still very easily tied to traditional military operations to degrade the command and control

or the information capability of an adversary while fully protecting our own."

Wright said potential enemies' "information abilities"

points to a new form of warfare that could threaten the United States.

"The threat of cyberwarfare is real," he said. "Our poten-

tial enemies tend to be multispectral. They're either unpredictable or they're unknown. Clearly — whether terrorist or more traditional — they can be dangerous."

The threat of cyberwar directed against U.S. infrastructure concerns Pentagon planners. "We haven't seen severe impacts on our military capability," Wright said. "We have seen enough intrusion via telecommunications links or computer network at-

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tack, that it certainly makes us watchful. Computer network attack is a real threat."

Fueling this is the growth in commercial industry, he said.

"Those elements of industrial power transition into combat capability. You can compare [information operations] to the first use of the airplane. The airplane was commercially focused and it eventually moved into a combat weapon," he said.

The first mission is defense. Service mem-

bers at all levels can help by practicing good operational security, he said. "We've always done OPSEC, whether it was how we protect our phone conversations or now, how we protect our computers," Wright said. "OPSEC is always a very fundamental element of information operations and protecting our command and control."

DoD recently formed Joint Task Force Computer Network Defense. The task force, based at the Defense Information Systems Agency here, specifically protects DoD command and control information systems from outside attack — whether it's a teen-age hacker or the government

of another nation.

The U.S. military is "not out there committed to a capability take down another country" through information operations, Wright said. "We will do as we've always done: look for opportunities in a combat environment to degrade the enemy's command and control. But more than that, even prior to a combat environment, how do we shape the battle and battlefield? That's important also. It is essential that we are ready to do that and take advantage of opportunities."

DoD is integrating information operations into exercises and it is part of contingency plans, Wright

said. The U.S. military is also working with allies to ensure joint and combined operations consider information operations.

He said the release of the joint doctrine is not revolutionary, but evolutionary. "We've always had these concerns and we always worked these," he said. "What we still have to do is to understand what the information explosion really means. We've got to stay up to speed with what private industry is doing and up to speed on what the adversary is doing and who that adversary might be."

**(AFPS)**

# Program prepares civilians for bright futures

By Douglas J. Gillert  
American Forces Press  
Service

WASHINGTON — The Pentagon is shining a light on its brightest civilian prospects, growing future leaders through a comprehensive program of training, education and development.

In 1996, DoD established the Defense Leadership and Management Program — DLAMP — in response to recommendations by the Commission on Roles and Missions. Initially



aimed at GS/GM-14s and 15s, DLAMP enrolled 297 employees in May 1997 and 343 last year. For fiscal 1998, DLAMP ex-

panded to allow GS-13 participants and will eventually include high achievers at the GS-12 level.

Two classes will

be admitted this year, including 350 for the Class of 1999 (May) and a similar number for the Class of 2000 when the starting

date is moved to December.

“DLAMP is an extremely creative venture,” said Diane Disney, deputy assistant secretary of defense for civilian personnel policy. “It’s designed to develop civilians for the top 3,000 leadership positions within the department. Essentially, it applies developmental principles in the Goldwater-Nichols Act to the civilian workforce for the first time.”

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## Program

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Those 3,000 positions represent roughly one-tenth of civilians in grades 14 and above, responsible for people, policy, programs and other resources of broad significance. Many of the positions support joint warfighting strategy, policy, plans and operational management. Graduates of the DLAMP will become the primary source for filling these positions, Disney said.

Generally at the GS-13 level, DLAMP participants receive a rotational assignment of one year or longer outside their occupation or component.

"This is designed to broaden their perspective while they are still fairly young in their career," Disney said.

Those in grades 14 and 15 take part in professional military education. This is done either through 90-day professional military education courses at the National Defense University or through 10-month programs at one of the senior service schools.

Seventy-four DLAMP students are currently enrolled in 10-month programs to graduate in June 1999. A similar number will start the 10-month program in August. Both groups of participants are required to complete advanced level graduate

courses.

Since February 1998, 291 participants have completed at least one of the 14 DLAMP courses. Upcoming classes range from economics to human resource management, finance and accounting, management information systems, quantitative tools, public policy and electives.

Disney said the program takes an average of six to seven years to complete. Enrollees must complete at least 10 graduate courses and may need as many as 20 courses, depending on their previous schooling, she said. In order to continue in the program, participants must be recertified annually.

Applicants for DLAMP

must submit a package containing their resume and educational history. They must describe how they meet DLAMP evaluation criteria, including Office of Personnel Management executive core qualifications and criteria. Details of the program and application process are available on the Internet at [www.cpms.osd.mil/dlamp](http://www.cpms.osd.mil/dlamp).

A council chaired by the assistant secretary of defense for force management policy oversees DLAMP. Disney serves as the Council's executive secretary, with the DLAMP office located in the Civilian Personnel Management Service.

## News briefs

### Tax assistance

The Pentagon Tax Center operates through April 15 in Room BC1041. Appointments are available Monday through Friday.

The Fort Myer, Va., Tax Center in Bldg. 228 is open 8 a.m. to 4 p.m. Monday, Wednesday, Thursday and Tuesday from 10 a.m. to 6 p.m. Walk-in service is available for 1040A and EZ. An appointment is required for the 1040 long form.

The tax centers prepare and electronically file income-tax returns for active-duty and retired military members, their spouses and dependents. The service is free and con-

fidential. A military ID card, W-2s, Social Security card and additional tax information is necessary for preparation of taxes.

For more information, call the Pentagon Tax Center at **(703) 614-1531** or the Fort Myer Tax Center at **(703) 696-7194**.

### Assistance fund

The 27th Annual Air Force Assistance Fund Campaign continues through March 31. The campaign raises funds from Air Force personnel and the proceeds benefit Air Force retirees, active duty members, reservists, national guard members, retirees,

and their family members in need.

The assistance fund does not receive any taxpayers' support. Administrative and fund-raising costs are among the lowest of any charitable organization in the nation, with more than 95 percent of all contributions directly assisting Air Force members and their families.

The Joint Staff project officer for the AFAF campaign is Maj. Sammy Fong, J-8 Force Structure, Resources, and Assessment Directorate. He can be reached in Room 1D940 or by calling **695-4657**.

Unit key workers will

be contacting Joint Staff Air Force personnel in the coming weeks. Make a commitment to caring for those in need.

### Scholarships

The Naval Officers' Wives' Club of Washington is awarding \$1,000 scholarships to Navy dependents. Applicants must plan to attend an accredited school on a full-time basis for the purpose of pursuing an undergraduate degree commencing in the 1999-2000 academic year. The scholarships are 100 percent

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merit based and are to be applied toward tuition only.

Eligibility requirements: Applicant must be a dependent child of an active duty or retired Naval service member whose parent is a current member of NOWC in Washington or serving in a command or residing within the boundaries of the Naval District of Washington.

Applicant must be in his or her senior year of (or have graduated from) an accredited high school or its equivalent.

He or she must also be applying to or presently enrolled as a full-time student in one of the following accredited institutions: a two-or four-year undergraduate college, visual or performing arts school or vocational and technical school.

Applicant must be a U.S. citizen and possess a valid military dependent I.D. card.

To apply, write the Naval Officers' Wives Club of Washington, care of Mary Bingham, 1412 B. Wright Circle, Bolling Air Force Base, Washington, D.C., 20336, to request an application form.

Completed applications must be postmarked to the same address by April 15.

## Women's Memorial notes

The Women in Military Service For America is celebrating Women's History Month with "brown bag lunches" at the Women's Memorial Theater at Arlington National Cemetery from noon to 1 p.m. every Tuesday.

**Tuesday:** ABC correspondent Cokie Roberts is talking about her new book, "We Are Our Mothers' Daughters," an exploration of the di-

verse roles women have played throughout history and the connections and distinctions among different generations of women.

**March 23:** World War II ferry pilot Ann Wood-Kelly is talking about her experiences as one of 24 American women in the British Air Transport Auxiliary, the forerunner of the WASP.

**March 30:** "Meeting the Leadership Challenge of Equal Opportunity in the 21st Century," a seminar led by a leading behavioral leadership specialist and DoD consultant.

Call **(703) 533-1155** for guaranteed seating.

## Awareness class

The Office of the Secretary of Defense, Washington Headquarters Services, Equal Employment Oppor-

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tunity Programs Division, is sponsoring its first Sexual Harassment Awareness and Prevention Class 8:30 a.m. to noon Tuesday. The class is open to all OSD/WHS employees, military and civilian, and organizations serviced by WHS.

The class is at Training Room B on the 14th floor of Rosslyn Plaza North, 1777 North Kent Street, Arlington, Va. Rosslyn Plaza can be accessed easily using the Metro-rail system or the Pentagon shuttle bus route 21A, B and C. Attendees are encouraged to arrive by 8 a.m. Enrollment is on a first-come, first-served ba-

sis and seating is limited.

For more information

and to sign up, call Capt.

Eric Davis or Henry Bour-

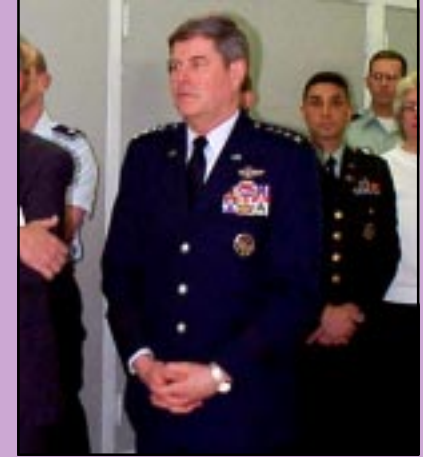
geois at **(703) 588-0445** or **(703) 588-0450**.

# Citadel Chorale sings for general



Photo by Air Force Tech. Sgt. Lee Roberts

**The Citadel Chorale performs for the vice chairman of the Joint Chiefs of Staff in the Chairmen's Corridor Thursday. The chorale was in Washington on a public relations tour performing at various churches and high schools in the area.**



**Gen. Joseph W. Ralston, vice chairman of the Joint Chiefs of Staff, enjoys the Citadel Chorale performance.**

# Volunteers give medieval 'show and tell'

By Tech. Sgt. Lee Roberts, USAF  
J-Scope Editor

**M**ONTCLAIR, Va. - Fifth graders at Henderson Elementary School here recently learned a lot more about renaissance than their textbooks could ever teach them - thanks to a Joint Staff family's medieval "show and tell."

Michelle Breon, a computer support contract worker assigned to the Joint Staff Information Resource Manage-

**Kurt and Michelle Breon talk Feb. 24 about life during medieval times with 5th-graders from Henderson Elementary School in Montclair, Va. (Photo by Army Master Sgt. Cheryl N. Morris)**

ment Office, along with her husband Kurt and son Christopher, 2, showed off their medieval attire and armor Feb. 24 in the school's library to more than 100 of the school's 5th-graders.



The Breons, members of "The Swords of Chivalry," a live-steel-combat group that strives to preserve the history of medieval knights, shared their insight of what life was like during the period.

Kurt wore a knight's armor while Michelle was dressed as a lady of the day. Their son had on a loose-fitting, dress-like garment, which was normal for a small child... especially

since there were no diapers back then, Michelle said.

"The students came up with some good questions," Michelle noted. "One kid asked us about torture chambers and torture devices, and the teacher let him know that wasn't very appropriate. Another asked why castles were built and what homes were like. Another asked if I lived in a real house and if I

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had a refrigerator, which I thought was funny.”

The children spent several hours altogether looking at the costumes, feeling the armor and asking questions. However, the Breon’s unique knowledge of the period was of particular interest to Brittany Woods, 10, daughter of Army Master Sgt. Cheryl N. Morris, who also works for JSIRMO.

A fifth grader, Woods has been researching information about the armor medieval knights wore during the renaissance period. She origi-



Photo by Army Master Sgt.  
Cheryl N. Morris

**Christopher Breon models traditional medieval clothing for the students.**

nally heard about the Breons from her mother and asked to interview

them for her research. One thing led to another and the Breons were invited to give a presentation for the entire 5th-grade class.

At the “show and tell,” Woods asked the Breons what their favorite piece of weaponry was, even though they

weren’t allowed to bring swords and other military hardware of the time period into the school. In addition, she asked about women’s roles during the period and about the headgear they wore.

“I wanted to learn

about the armor,” Woods said. “They passed around their shield, helmet and gloves and showed us two pairs of shoes they had. They

explained to us about the cover and colors on the shield. I thought it was good.”

Michelle said the students

seemed to enjoy their visit, and even shared several thank-you letters the kids sent her family a few days later.

Alexandra Barao, one

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**To learn more  
about The Swords  
of Chivalry, visit  
the Internet at  
<http://www.kingsransom.com/soc>**



## Volunteers

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of the 5th-graders, wrote about how much she enjoyed learning about the various medieval lifestyles.

"I loved being able to hold the armor," Barao wrote. "My class has seen many pictures of armor, but never been able to actually hold them!"

Barao, who is researching information about medieval feasts, didn't realize forks back then only had two spikes until the Breons visited.

She also noted how much she enjoyed learning about family crests... and now wonders now what hers would look like.

Pam LeGrow teaches language, arts and social studies to 38 of the 5th-graders, including Woods. She said the students have been doing research on English legends from medieval times.

"Some kids chose to research weaponry. Some kids did fashion. Some of the kids did

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Photo by Army Master Sgt. Cheryl N. Morris

**Fifth-graders at Henderson Elementary School at Montclair, Va., listen to Kurt Breon, also known as Sir Pierre deBreon of France, talk about what life and the armor was like during the medieval time period.**

## Volunteers

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the justice system,” explained LeGrow. “Then they will do a project to show what they’ve learned. Some kids are doing videotape, some diagrams, some pictures and labels, some are building models, and some are just writing reports for their presentations,” she said.

In Woods’ case, LeGrow said she encouraged her to go beyond just using a diagram to explain about armor during medieval times.

“That’s when she found out about the Breons... that one of them worked with her mother’s office,” LeGrow said. “Having the Breons come and present and actually have the kids feel and see the armor... it’s a thousand times better than looking at it in a book - it was a very creative approach.”



**Kurt and Michelle Breon pose together in their medieval clothing Feb. 24 at the Henderson Elementary School Library in Montclair, Va. The Breons are members of “The Swords of Chivalry,” a live-steel-combat group that strives to preserve the history of medieval knights. They agreed to make the presentation at the request of Brittany Woods, one of the school’s 5th-graders and daughter of one of Michelle Breon’s coworkers.**

**(Photo by Army Master Sgt. Cheryl N. Morris)**

## J-Scope feedback

The following comments have recently been E-mailed to the J-Scope by our readers.

“It was great seeing one of our own meeting President Bush (March 5 issue, Parting Shot, page 32). However, this meeting was not just between Sgt. 1st Class Holmes and the president, but between a former radio operator for General Charles Krulak, Marine Corps commandant, and Mr. Bush. Holmes’ foundation as a great Army NCO was fostered during his time as a Marine Corps field radio operator in the 3rd Marines from 1982 through 1986 for the future leader of the Corps -- then Lt. Col. Charles Krulak. Semper Fi! -- and OOH RAH to Holmes!”

**Comment here**  
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**Letters to the editor**  
**Comments about the**  
**J-Scope can be E-mailed to**  
**the "J-Scope" address.**





## Promotion ceremony

Army Col. Michael D. Rochelle (Left), special assistant for General and Flag Officer Matters, promotes Army Staff Sgt. Darlene E. Johnson-Robinson to the rank of sergeant first class March 5 during a ceremony at the Flag Room. Her husband, Army Maj. Gregory Robinson assists the colonel with the promotion. Johnson-Robinson's parents Ernest and Mary Johnson from Newport News, Va.; nephew Timothy Hobgood from Richmond, Va.; girlfriend Sgt. 1st Class Maxine Taylor from Fort Lee, Va.; daughter April, 14; and sons Jeffrey, 10, and Gregory II, 5, attended. (Photo by Air Force Tech. Sgt. Lee Roberts)





Photo by Air Force Master Sgt. Kerry Dugue

## Promotion ceremony

Army Maj. James G. Singleton, J-8 Force Structure, Resources, and Assessment Directorate, gets promoted to lieutenant colonel Monday by his Daughter Wallis (Right) and Ashlee (Left), and his wife Michelle. Air Force Lt. Gen. Frank B. Campbell, J-8 director, officiated the ceremony. Singleton's parents, Ronald and Vivian Singleton, and inlaws Jim and Jervey Bradin also attended the event.



Photo by Navy Chief Petty Officer Noel Shanks

## End-of-tour award

Air Force Col. Frank Gorenc (Left), J-8 Force Structure, Resources, and Assessment Directorate; Studies, Analysis and Gaming Division; presents the Defense Meritorious Service Medal Feb. 12 to Navy Lt. Cmdr. Bonita Russell, J-8, during an end-of-tour award ceremony.

## Advertise here

# .....J-Spotlight.....



**Name:** Air Force Lt. Col. Michael Q. Harper

**Organization:** J-6 Command, Control, Communications, and Computer Systems Directorate, CINC Operations Division

**Duty title:** Satellite operations officer

**Time in service:** 18 years

**Hometown:** Cherry Hill, N.J.

**Family:** Wife Joy; sons Michael Jr., 11, and Brendan, 1; and daughter Alexandra, 4

**Hobbies:** Entertaining my kids, cooking

**Most embarrassing moment:** Probably my Army haircut

**Favorite duty station:** Mountain Home Air Force Base, Idaho

**Career Highlights:** Commanding the 366th Communications Squadron, Mountain Home AFB, Idaho

Each directorate of the Joint Staff has one or more individuals assigned the additional duty of Unit Public Affairs Representative or UPAR. The UPAR's job is to help tell the story for that organization by reporting news about unit and individual activities and achievements to the J-Scope. UPARs also process Hometown News Release forms, assist with publicity for special events, and identify story ideas for future publication. Contact your assigned UPAR if you have a story to tell, have won an award, been promoted, or need to publicize a special event.

## UPAR quick reference list

<u>Unit</u>	<u>Name</u>	<u>Phone</u>
DOM	Air Force Master Sgt. Eric M. Harrell	695-2000
J-1	Army Lt. Col. Kerry C. Allen	697-9644
J-2	Air Force Tech. Sgt. Michael Saultzman	697-9773
J-3	Army Sgt. 1st Class Paula E. Davis	695-8116
J-4	Navy Petty Officer 3rd Class Greg Hahn	697-1018
J-5	Army Lt. Col. Kevin Badger	695-4240
J-6	Air Force Master Sgt. Vincent R. Johnson	695-7879
J-7	Air Force Senior Master Sgt. Rick Haney	695-7920
J-8	Air Force Master Sgt. Kerry G. Dugue	695-5632

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*Chairman's Photographer*

Army Visual Information Center

*Joint Visual Information Services*



## *Parting* Shot

### Fostering goodwill

A member of the 823rd Red Horse Squadron from Hurlburt Field, Fla., pushes a wheelbarrow of cement March 1 to be poured into the base of the St. Kitts/Nevis Defense Force Headquarter Building. The airmen are supporting a U.S. Southern Command directed exercise which provides humanitarian relief, training for U.S. forces and fosters international goodwill.



**Photo by U.S. Air Force Staff Sgt. Chris Steffen**